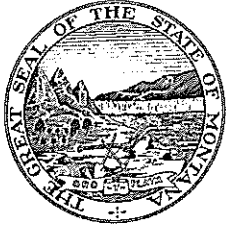


Tim ✓  
Joan Miles  
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DEPARTMENT OF  
PUBLIC HEALTH AND HUMAN SERVICES



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Havre Day Activity Center  
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June 30, 2006

Please allow me to present the Annual Quality Assurance Evaluation for Havre Day Activity Center for fiscal year 2006. The annual on-site review portion of the quality assurance process was conducted on May 31 and June 1, 2006. References and guidelines for this review are found in the Developmental Disabilities Program handbook titled "Quality Assurance Process for Adult and Group Home Services" dated July 1, 2005.

Havre Day Activity Center provides day/work, group home, and supported living services to adults with developmental disabilities. Community Support services are also provided to two consumers at this time. This report contains findings, comments, and recommendations noted during the on-site review and observations over the past year. These are also noted on Quality Assurance Observation Sheets (QAOS), which accompany this report.

ADMINISTRATIVE

Havre Day Activity Center has been involved in the Region II program to pilot implementation of a new State of Montana rates reimbursement system. HDAC has completed the transition to the new rates system and have provided assistance to other programs in the region. Other programs in the state have

also visited Havre for training in the process. HDAC's Fiscal Manager, and Business Manager both of whom were hired within the last year, are to be commended for their contributions to this process.

There have been many other significant events at Havre Day Activity Center over the past year as well. One significant accomplishment since the last Quality Assurance evaluation was the creation of a Weekend Supervisor position. This position supervises all services during weekends, including doing scheduled and unscheduled visits at each residence, reviewing program books and medication logs, filling last minute open shifts, providing support and assistance as needed, and acting as a conduit for the regular residential supervisors. This has been a great asset to Havre Day Activity Center. Direct care staff and supervisors alike have commented on the benefits of increased supervision and support during weekends.

Two employees of Havre Day Activity Center— the Weekend Supervisor, and and employee in the Intensive Day service area, were recognized with Direct Care Service Awards at the Developmental Disabilities Conference this year for their dedication to providing quality care and services to individuals with developmental disabilities. Both are long-term employees of HDAC. has been employed for over 5 years, and will soon celebrate his 10 year anniversary.

A commendation that was noted earlier in the year, but worthy of mention again is the development of documents that describe for staff salient information about consumers. The manager at the Boulevard group home did a fantastic job of writing descriptors on each individual at that residence to assist staff in understanding the needs and personality of each person. The Day Habilitation and Recycling Managers completed similar documents to describe the individuals' work habits and needs. These are great training tools for new staff and can also be used to retrain or update staff as the needs of individuals change. HDAC managers are continuing to develop similar documents for each of the consumers they serve.

Another significant accomplishment was the completion of construction of the Woodshop next door to the Activity Center. The Woodshop is a state-of-the-art facility relocated from an industrial section at the end of town. In addition to providing a more centralized location for its furniture refinishing customers, it provides greater work opportunities for consumers and additional support for

consumers and employees as the main center is now just next door. A park area was completed just behind the building last summer. It provides a peaceful break area for consumers wishing to take lunch or breaks outdoors.

The State Of Montana provided funding to raise the wages of direct care employees. At Havre Day this meant an increase of eighty cents per hour. The Executive Director stated this did a lot for the morale of HDAC's employees. Another staff change was the addition of a second night staff at one of the intensive group homes that had a history of employees being stressed to the breaking point during the night shifts due to the activities of the consumers during what would normally be considered sleeping hours. This change has resulted in more support for staff and a reduced risk of health and safety concerns for the individuals living in the home.

Havre Day Activity Center has developed a Direct Care Staff Focus Group. The group will consist of four representatives from the day program and one from each residential site. The purpose of the group is to meet with the Executive Director to brainstorm and discuss ideas to improve their jobs so the quality of services to consumers continues to improve. Recommendations for direct care staff employee of the month will also be administered by this group. HDAC also has a very active consumers' group, known as the Voices Committee. This is a self-advocacy group also involved in planning activities and suggesting group home repairs, as well as discussing any concerns in how staff are treating them or how individuals are treating each other.

Group home licensing information was reviewed as part of the quality assurance evaluation. The Deputy Fire Marshall inspected Havre Day Activity facilities on February 2, 2006. His report noted "no substantial fire or life safety violations noted." The report also noted new egress windows were installed in the basement bedroom windows at the Boulevard group home. The Hill County Health and Planning Inspector also examined sites for health concerns. During his visit he noted an electrical switch at the 6<sup>th</sup> Street group home needed attention. He also identified the need for more stringent cleaning requirements in the kitchen and some of the bathrooms at the Day Center. All group homes are licensed through March 2007.

Hamilton, Misfeldt & Company conducted an independent audit on compliance with requirements applicable to each major program and internal control over compliance in accordance with OMB Circular A-133 and issued a

report dated August 17, 2005. That reports states "In our opinion, Havre Day Activity Center, Inc. complied, in all material respects with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 2005." Additionally, with regard to internal control over compliance, the report indicates they "noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses."

## Residential

### HEALTH AND SAFETY

Havre Day Activity Center employs an individual to inspect and maintain all agency vehicles. An auto shop is attached to the Recycling Center and all HDAC vehicles are inspected and serviced on a regular basis, including wheelchair lifts for applicable vehicles. Vehicles are also inspected prior to out-of-town trips.

HDAC employs a registered nurse, § , who is an integral part of the services provided to the consumers. . schedules and attends many medical appointments with consumers, assures staff are informed of medical recommendations are followed and medication changes occur, and responds to emergency medical concerns on a regular basis. Havre Day has many consumers with significant medical needs such as complicated seizure disorders, diabetes, and other health concerns. Having a nurse who can coordinate care and who can be a conduit of information between the medical community and the provider has been a very valuable asset for the consumers of HDAC.

Each residential site was visited as part of the annual quality assurance evaluation and throughout the year as well. Staff are always congenial and consumers are very hospitable during these visits. All residences are clean and free of clutter or debris. An emergency back-up and on-call system is in place to respond to staffing issues or consumer emergencies.

Medication storage and medication logs were reviewed as part of the comprehensive evaluation. Generally, medications are properly stored and are kept in locked cabinets. The exception is the Assisted Living Complex where many individuals are independent with their medications and keep them in their own apartments. Two individuals do have their medications kept in the staff

office and this drawer was found to be unlocked. Staff reported that one individual did access his medications without staff assistance on two recent occasions (QAOS #1). The ALC now has a new residential manager has assured the medications would be in a locked drawer from that point on. Medication log books were in good shape at Boulevard, Bullhook, 7<sup>th</sup> Street, ALC, and Northside residences. There were some minor errors in the medication log book at the 6<sup>th</sup> Avenue home. These appeared to be oversights of the group home manager who assisted consumers with medications during the times in question. Some med sheets were initialed, but a few others were not (QAOS #2). A check with the medication storage boxes indicate medications were received by consumers, but staff failed to initial the med sheets.

Evacuation drills are conducted and documented on a regular basis at each residence. Evacuation reports are also reviewed at monthly Safety Committee meetings. The Deputy Fire Marshall did not indicate any concerns with evacuation times on his report during his annual inspection in preparation for group home licensing.

#### SERVICE PLANNING AND DELIVERY

Havre Day Activity Center has systems in place to assure timely completion of assessment information and compilation of other information in preparation for Individual Planning meetings. A review of 5 randomly selected consumers' IPs , and from participation in select IPs over the past year, indicates this system works quite well in most cases. An exception was noted in the case of one individual, however. When reviewing with the Case Manager, she noted the group home manager (newly promoted) arrived at the IP without required information complete, and was quite delayed in submitting long-range goals and objectives for the individual's plan (QAOS #3). All other IPs reviewed indicate staff were prepared for the Individual Planning meeting and that objectives were submitted within an acceptable timeline which allows the plan to be disseminated and implemented in a timely manner.

Quarterly reports indicating the status of objectives are submitted to respective Case Managers either on-time or early on a consistent basis. A review of data collection indicated there were some gaps in data, however. This was found to be the case for four of five consumers whose program files were reviewed, and one consumer's program book had more than one data sheet for the same time period (QAOS #4). The consumer whose program book appeared in order lives

in a home that has had very consistent staff and the same residential manager for several years which undoubtedly affects the consistency of service delivery.

All homes have leisure/recreation activities documented for both in the home and in the community. Many consumers of HDAC enjoy quite a full social life. There is an active People First group, many were involved in Special Olympics, and folks participate in community activities of their choice. Several individuals are also fortunate enough to have family nearby and often participate in family or community events with them.

Havre Day Activity Center does have a couple of consumers who have Rights Restrictions in place. There is significant documentation verifying the need for the restrictions, and plans in place to eliminate the need for the restrictions when necessary safety skills are in place for those individuals whom it may be appropriate.

Consumers of Havre Day Activity Center consistently indicate they are satisfied with the services received as indicated on the Consumer Satisfaction Surveys. These are completed by the Case Managers prior to Individual Planning meetings and are part of the annual IP document.

## STAFFING

Staffing issues are one of the most significant challenges facing Havre Day Activity Center. As of May 31, 2006 there were 80 employees listed. Thirty-seven staff members have been employed less than one year, and nineteen have worked at Havre Day for one to three years. There are eighteen employees of HDAC who have been there for five years or more, and one individual who recently celebrated her 20<sup>th</sup> anniversary as a Havre Day Activity Center employee. HDAC has very aggressive recruitment practices. In addition to advertising and posting fliers, staff have spoken at various clubs and meetings, attempted inroads at the local college, and have even offered recruitment bonuses. Employee issues are not unique to Havre Day, however, as a drive down the main street of Havre indicates many businesses in town are seeking potential employees.

New employees of Havre Day Activity Center undergo background checks with Child Protective Services and Department of Justice prior to being allowed to work with consumers unsupervised. A review of six staff hired within the last twelve months indicated background checks were completed and on file for each

individual. Employees also receive adequate and timely training to equip them to perform their job duties. Staff receive a general orientation, onsite training specific to the area and consumers they will be working with, First Aid, CPR, Mandt, Medication Certification, CBT and Driver training. Staff are given an incentive to complete training as they receive raises when they complete Level I of CBT and become certified to assist with medications; complete the driver training course and become a driver; and another raise when they complete their probationary period. There is also a shift differential paid for those staff who work the night shifts.

Staffing ratios are now designed and implemented based on Individual Cost Plans for individuals served by Havre Day Activity Center. As was mentioned earlier in this report, the staff to consumer ratio was enhanced at one group home during the night shift due to the exceptional needs of the residents of that home. Staff and management alike have stated the difference it has made in enhancing the safety and quality of life, not to mention the reduction of stress of the staff with the addition of a second night staff.

The Weekend Supervisor has been very instrumental in assuring staffing ratios are adequate to meet consumer needs during weekends. Additionally, as noted earlier in this report, he provides supervision and support to employees working schedules that they would typically not receive a great deal of direct supervision. He reviews program books, medication logs, does scheduled and unscheduled drop in visits at each residence, and provides staff and consumers with a great deal of support, thereby enhancing the quality of services received by HDAC consumers (QAOS #5).

Staff surveys were completed with three residential staff as part of the annual quality assurance process. Staff surveyed included two direct care staff and one residential manager. The surveys assess staff knowledge in the areas of abuse/neglect reporting, client rights, behavior support plans and protocols, orientation training, assistance and supervision of medications, behavior interactions with consumers, emotionally responsible care giving, Individual Plans, and incident reporting.

Two of the staff interviewed have been employees of Havre Day for less than 6 months, the third, though employed at HDAC a number of years is new to the position of Residential Manager. All three individuals gave appropriate responses to questions asked in the categories listed above (QAOS #7). These

staff have also been observed interacting with consumers and providing quality care to consumers in a very respectful manner.

### INCIDENT MANAGEMENT

Havre Day Activity Center has developed and implemented incident management policies and procedures consistent with the Developmental Disabilities Program's Incident Management Policy. HDAC has, for some time, completed trend analysis reports; however, with the implementation of weekly Incident Management meetings the health, safety and well-being of individuals receiving services from Havre Day have been enhanced even further. HDAC has reason to be proud of their incident management system, particularly the dynamics of the Incident Management Committee (QAOS #6). HDAC's Incident Management Committee is regularly attended by representatives of every service component, a Case Manager, and the Quality Improvement Specialist, as required by the DDP Incident Management Policy. All incidents from the previous week are reviewed and it is quite common for all team members to engage in brainstorming and discussion in the development of corrective or preventative actions.

Havre Day Activity Center has 3 qualified Critical Incident Investigators on staff. Historically, incidents are responded to promptly by on-call personnel and, when needed, investigations are conducted promptly and thoroughly. HDAC has made referrals to Adult Protective Services and law enforcement when initial investigations indicate a possible allegation of abuse, neglect or exploitation. The management of HDAC has fostered a positive relationship with the Havre and Hill County law enforcement agencies and they have been quite responsive to requests to further investigate situations. Adult Protective Services recently hired a new staff person for the Havre area. I am confident that Havre Day will develop a professional working relationship with this individual as well.

### Work/Day/Community Employment

### ACCOMPLISHMENTS

As was noted earlier in this report, the furniture refinishing business of Havre Day Activity Center was relocated from the east end of town to next door to the administration and day center building. In addition to providing a more central location for customers, the relocation has made it easier for consumers to move



back and forth from the center to the woodshop, and for other individuals to observe furniture refinishing to see if they would like to work there.

Community employment has been quite successful for several consumers of Havre Day Activity Center. Individuals have jobs at Taco Bell, Town Pump, Town House Inn, Ben Franklin Crafts, and Havre Laundry. Many individuals are successful in their community jobs though they require a great deal of support and supervision by staff. HDAC staff are to be commended for developing relationships with community employers and for their dedication in matching jobs to individuals and providing the supports necessary for people to be successful.

## HEALTH AND SAFETY

Medication storage and log books have been reviewed several times throughout the year as part of on-going quality assurance activities. Medications are always found to be properly stored, and the log book is typically up to date and accurate. A cross-check verifies that only certified staff assist consumers with medications. As with residential services, the day program has protocols in place for the use of PRN medications.

HDAC serves several people with significant medical needs, from diabetes to very complex seizure disorders, and people with other significant medical needs. As mentioned earlier, having a Registered Nurse on staff is of significant benefit to the consumers of Havre Day.

The Day Center has a kitchen facility and dining area which is used daily for meal preparation and serving. The county health and sanitation inspector did note some needed improvements in the cleanliness of the kitchen area and in the bathroom area for intensive consumers. Periodic spot checks attest to more thorough cleaning in these areas.

## SERVICE PLANNING AND DELIVERY

As is mentioned above, HDAC assists many individuals in obtaining and being successful in community employment. In addition to community employment or the wood shop, individuals may work as part of a cleaning enclave, or work at the Center shredding documents or recycling aluminum cans or cardboard boxes.

Individuals also receive social skill training or instruction in other skills as defined by the individual's planning team. Staff are well prepared for Individual Planning meetings with assessments and other information prepared in advance of the meeting. Reviews of program books during the onsite visit and throughout the year, and through the regular submission of quarterly reports, indicates timely implementation of individual objectives.

Consumer surveys, attached to Individual Plan documents indicate consumers are satisfied with the services they receive from Havre Day Activity Center.

## STAFFING

Havre Day Activity Center offers standard day, intensive day, and community employment opportunities for individuals with developmental disabilities. Day staff begin their day at assigned residences assisting and transporting consumers to the Day Center. Day staff also end their day at the residences after transporting folks back home at the end of the work day. Residential and Day staff have been observed working very cooperatively during the morning routine, and there are benefits to day staff having direct knowledge of the consumers' home environments.

Two day staff, both employees of HDAC for only a few months, were interviewed using the Staff Survey tool. The surveys assess staff knowledge in the areas of abuse/neglect reporting, client rights, behavior support plans and protocols, orientation training, assistance and supervision of medications, behavior interactions with consumers, emotionally responsible care giving, Individual Plans, and incident reporting.

Staff answers to interview questions were quite acceptable (QAOS #7). Responses indicate that, not only are staff retaining orientation and training information, but that they are able to apply the information in practical situations.

## Community Supports

Havre Day Activity Center currently provides Community Support Services to two individuals. Another individual was receiving this service but exited when he moved out of state. The individuals receiving this service are very

independent, needing minimal assistance from HDAC. They do receive support to keep their checkbooks balanced, and to verify that other financial obligations are met. HDAC also provides assistance in completing applications for other resources such as LIEAP, or when Social Security or other entities need information. Documentation of services delivered is current and accurate.

The individuals receiving Community Supports have indicated that they are very pleased with the services, the level of supports they receive, and the staff person providing the service.

## Conclusion

Havre Day Activity Center continues to provide high quality services to individuals with developmental disabilities. This is in no small part due to the quality of the direct care staff and management personnel of Havre Day Activity Center. The majority of staff seem to be genuinely caring and concerned about the individual consumers served by Havre Day Activity Center.

Staff and management work cooperatively and respectfully with each other, Case Managers, and State representatives to face the ongoing challenges of meeting the many and varied needs of their consumers. The result is services that are very person centered provided in a supportive and caring environment.

HDAC is also to be recognized for their hard work as a participant in the pilot of Montana's rates reimbursement project. The management of HDAC worked diligently to develop Individualized Cost Plans for individuals that accurately reflect the level of support individuals need and receive. Initiative was also taken by Havre Day to develop methods to track and properly invoice for supports provided to consumers. Administrative staff have also assisted other programs in the state to develop similar systems.

Early in FY07 Havre Day Activity Center will participate in a service review audit of General Fund consumers. The purpose of this audit is to determine how agencies can better prepare for SURS audits of consumers receiving Medicaid funded services.

It has been a pleasure working with Havre Day Activity Center. I am confident that this program will continue in their tradition of delivering quality services to adults with developmental disabilities.

Respectfully submitted,

*Cathy Murphy*

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